


June 7, 2021

FOR YOUR INFORMATION

To: Mayor and Members of City Council

From: Paula Boggs Muething, City Manager 

Subject: Q&A FYI Memo No. 3 – Recommended FY 2022-2023 Biennial Budget

This memo includes responses to questions that the Office of Budget and Evaluation has received regarding the Recommended FY 2022-2023 Biennial Budget. This content is for your information. Follow-up questions can be directed to Christopher Bigham, Assistant City Manager, at extension 6271 or Chris.Bigham@cincinnati-oh.gov, or Andrew Dudas, Budget Director, at extension 1562 or Andrew.Dudas@cincinnati-oh.gov.

1. What is the funding source for the Neighborhood Business District Improvements Program (NBDIP) capital improvement program project?

Neighborhood Business District Improvements Program (NBDIP): The source of funding originally proposed in the City Manager's Recommended Biennial Budget for Neighborhood Business District Public Improvements was Street Improvement Bonds. Between the use of these capital dollars and the more flexible American Rescue Plan (ARP) dollars allocated to fund the program, the Administration was comfortable being able to fund the prioritized list of programs between the two sources. However, since the use of bond financing would require the scope of the capital funded portion of the NBDIP program to be limited to streetscape improvements and infrastructure owned by the City in the public right-of-way, concerns have been raised by the community. To address these concerns, the Administration proposes changes to the capital project to provide maximum flexibility for the uses of these funds. In order to maximize the flexibility of the use of the capital funding, various existing project funding will be swapped so that cash capital resources will now be used to finance the standard Neighborhood Business District Improvements Program (NBDIP).

Please refer to Question #15 for all of the changes in the General Capital Budget Ordinance as compared to the City Manager's Recommended Biennial Budget.

2. What is the investment in Litter Control?

In the Approved FY 2019 Budget Update, 15.0 FTE were added in the Stormwater Management Fund for the purpose of providing additional litter mitigation citywide. A subset of two Laborers and one Truck Driver was considered a litter pickup 'team', with the funding to create five 'teams' using this arrangement. Based on experiences in the field and the realities of staffing and making work adjustments based on need, DPS requested an

additional 5.0 FTE for litter pickup crews for FY 2020 which was approved in the FY 2020-2021 Biennial Budget.

It took some time to implement the crews (hiring, training, etc.) during the early portion of FY 2019, and thus the crews did not 'hit the street' until midway through FY 2019. Then, before the effort could experience a full fiscal year of continuous operation, COVID-19 disruptions in the latter stages of FY 2020 occurred which have also affected FY 2021. Presuming a return to full, normal operations, FY 2022 will be the first full year with these employees in place in their intended roles.

The Recommended FY 2022 Budget includes \$1,215,000 in funding for Litter Control, which reflects an increase of \$126,320 or 11.6% over the Approved FY 2021 Budget Update and a return to full funding as adopted in FY 2020.

3. What is the implication of CAP coming to an end? How will that impact the number of road miles maintained compared to previous years?

DOTe Goal to Rehabilitate 100 Lane Miles – The City Council previously directed the Administration to develop a Capital Budget with sufficient resources, when combined with grant resources, to complete an average of 100 lane miles of street rehabilitation each year. The Recommended FY 2022-2023 Biennial Capital Budget includes \$16.2 million for the Street Rehabilitation project in FY 2022 and \$17.1 million in FY 2023. DOTe also anticipates receiving outside grants of up to \$3.4 million for Street Rehabilitation projects in FY 2022. The rehabilitation cost per lane mile has increased by 21.4% over the FY 2019 actual per lane mile cost to \$330,000 in FY 2022. The department anticipates completing at least 44 lane miles of street rehabilitation using the FY 2022 recommended allocations. In FY 2023, the department anticipates completing an estimated 47 lane miles. Additionally, 10.0% of recommended resources will be used for preventative maintenance. The department intends to perform preventative maintenance on an estimated 34 lane miles in FY 2022 and 36 lane miles in FY 2023.

The Capital Acceleration Plan (CAP) ended in FY 2021. The Department of Transportation and Engineering (DOTe) is compiling data related to the history of the CAP program and its outcomes which will be provided in a future Budget Q&A FYI Memo.

Page 27 (PDF page 32) of Volume II of the Recommended FY 2022-2023 Biennial Budget provides details on the goal to rehabilitate 100 lane miles of roadway annually.

4. Was there a reduction in wage monitoring enforcement?

The Department of Economic Inclusion (DEI) is responsible for prevailing wage monitoring and enforcement. Due to COVID-19, site visits were suspended for several months, but have since resumed. The Recommended FY 2022-2023 Biennial Budget includes 12.0 FTE in DEI, which is unchanged from the Approved FY 2021 Budget Update. However, the department's capacity for construction site visits on prevailing wage contracts is affected by the availability of staff which has been temporarily reduced due to recent position vacancies. However, those vacant positions are in the process of being filled.

As discussed in Budget and Finance Committee, monitoring of human services contracts has been shifted to the new Office of Human Services in the City Manager's Office (CMO) to free up DEI staff capacity to be devoted to the core mission of the department instead of monitoring contracts.

In terms of operational process, there have been no substantive changes to monitoring or enforcement of prevailing wage requirements. DEI continues to review certified payrolls on construction projects subject to prevailing wage requirements. DEI also investigates complaints of underpayment or wage theft as they arise. DEI does not actively monitor wages on projects that are not subject to prevailing wage requirements.

5. What quality improvements for the ECC Call Center are included in the recommended budget?

The Recommended FY 2022-2023 Biennial Budget includes increased appropriations intended to enhance Emergency Communications Center (ECC) operations in three key areas:

- 1) Improved Quality Assurance – The Recommended FY 2022-2023 Biennial Budget will add four, full-time employees dedicated towards improving quality assurance in ECC call-taking. These employees will review calls and be able to provide quality guidance and follow-up based on the best practice principles developed by the ECC. This should not only improve service delivery but provide an opportunity for continuous improvement for ECC employees.
- 2) Additional Training – In order to expand available continuing education and training for existing ECC employees, the Recommended FY 2022-2023 Biennial Budget includes an exception to hire up to three part-time Training Instructors. The purpose of these instructors would be to complement the increased Quality Assurance reviews to offer training on specific scenarios, techniques, and methods of improvement based on the actual scenarios ECC employees have encountered. Instructors will work closely with the Quality Assurance team to assess performance trends and identify topic areas where improvement is needed, so that continuing education is an extension of the quality assurance process.
- 3) Improved Technological Tools – Included in the FY 2022 -2023 Recommended Budget is an expanded ECC Capital budget that will provide resources for projects such as:
 - Call-taking protocol software that would provide standardized instructions automatically for the call-taking ECC employee based on the specific situation.
 - Upgrades to the Neptune Intelligence Computer Engineering (NICE) call logging and records system that would enhance the ECC's ability to diagnose Computer Aided Dispatch (CAD) issues, improve employee accountability, and aid in Quality Assurance reviews.

- Additional radios for ECC supervisors and interoperability with the radio system recently adopted within counties in Northern Kentucky to improve communication both within and between jurisdictions.

6. Western Hills Viaduct: how much is currently appropriated? Do we have a local match requirement? What is the soonest year that dollars appropriated in this budget can be used for the project?

The Department of Transportation and Engineering (DOTE) currently has \$39,804,066.11 appropriated to Western Hills Viaduct projects. DOTE also anticipates receiving up to an additional \$25,480,254.76 in grant awards and matching resources from Hamilton County. Of this total amount of \$65,284,320.87, the required City match is \$3,701,316.00.

The Recommended FY 2022 Capital Budget includes \$13,250,000 for the Western Hills Viaduct project. The soonest that FY 2022 resources appropriated to this project could be used is July 1, 2021, pending federal authorization. Federal grant resources will be utilized as well as City funds required for the grant match.

7. Which CRC centers are set for renovations?

The “Recreation Facilities Renovation” capital improvement program project is included in the Recommended FY 2022 Capital Budget at \$3,230,000. Of that amount, the Cincinnati Recreation Commission has earmarked \$1.5 million for the Oakley Recreation Center renovation project to address the project shortfall. The remaining funds would be utilized to address both reactive tasks such as roof replacements and heating, ventilation, and air-conditioning (HVAC) repair/replacements, as well as major improvement and renovation projects as resources permit. Priority for major renovation work is prioritized based on the age of a rec center, general condition, and level of urgency based on usage of the location. Other Recreation Centers that are in need of substantial renovations include Pleasant Ridge, Dunham (West Price Hill), Sayler Park, Bond Hill, North Avondale, and Over-the-Rhine.

More information regarding the Department of Recreation’s Facilities Assessment can be found on pages 25-26 (PDF pages 30-31) of Volume II of the Recommended FY 2022-2023 Biennial Budget.

8. What is Neighborhood Transportation Strategies?

The purpose of the Neighborhood Transportation Strategies project in the Department of Transportation and Engineering (DOTE) is to review private and public development plans and to participate in projects, committees, and studies that affect the City and region’s transportation network. This project provides resources for the study, design, and construction of transportation improvements to support City transportation strategies. This includes design solutions for all transportation modes in connection with land-use changes, new development, and neighborhood initiatives. Project resources may also be used to leverage additional public and/or private funding for infrastructure projects.

9. Park Renovations: is this for deferred maintenance? Which parks will receive funding?

Attached is a list of Cincinnati Park Board Infrastructure Rehabilitation Projects the Park Board submitted for the Capital Budget. The Park Board requested \$3,481,000 for the Park Infrastructure Rehabilitation project in FY 2022, and \$2,055,000 was included in the City Manager's Recommended FY 2022 Biennial Budget. Funds will be used for deferred maintenance, Americans with Disabilities Act (ADA) compliance, unexpected repairs, and Planning Staff salaries. Once the FY 2022-2023 Biennial Budget is approved, the Parks Department will prioritize the listed infrastructure projects.

10. Does the Recommended FY 2022 Budget meet the human services threshold of 1.4% of the General Fund as set forth in Ordinance No. 0153-2017?

The human services funding policy set forth in Ordinance No. 0153-2017 is used to establish leveraged support targets during operating budget development. Once the targets are set, they remain in place unless adjusted by City Council. For example, City Council passed Ord. No. 0197-2020 to consolidate three third-party leveraged support items into the Human Services Fund category for the Approved FY 2021 Budget Update, which increased the human services funding for FY 2021. The Administration maintains this internal policy because the total General Fund Budget fluctuates throughout the development process due to changes in the revenue estimates based on forecasts provided by the Finance Department and the U.C. Economics Center. This avoids constantly adjusting the human services funding amount whenever changes are made to the General Fund Budget.

In March 2020, the City Manager's Office and the Law Department discussed an amendment to Ordinance No. 0153-2017 to set the human service funding percentage based on the Tentative Tax Budget (TTB) revenue rather than the final Approved General Fund Budget. The intent was to codify the Administration's existing internal policy for calculating the human services funding amount based on the TTB revenue as this policy ensures the human services funding amount remains constant, regardless of fluctuations to the General Fund Budget during development. However, the amendment did not move forward due to the COVID-19 pandemic and the associated leveraged support reductions that resulted. For FY 2021, human services funding was not included in the General Fund budget; rather it was shifted to federal entitlement funding.

For the purposes of the FY 2022 Budget, the Tentative Tax Budget revenue amount of \$427.0 million was used to set the human services funding minimum. However, the General Fund Budget figure subsequently changed as a result of a \$34.1 million decrease in estimated income tax revenue, and the City Council decision to set aside \$67.5 million in American Rescue Plan (ARP) Act funds for FY 2022 fiscal stability purposes. Had American Rescue Plan dollars not been available, budget reductions of \$67.5 million would have been required to balance the Recommended FY 2022 General Fund Operating Budget and the Recommended Budget would have been proposed at \$393.8 million instead of \$461.3 million. Similar to FY 2021, the Administration did not reduce the target amount and instead kept the funding amount based on the TTB revenue. The specific line item for the City Human Services Fund administered by the United Way increased from \$5.1 million in FY 2021 to \$6.0 million in the Recommended FY 2022 Budget. This amount does not include the

additional \$2.0 million in leveraged support funding using American Rescue Plan (ARP) resources to be allocated during FY 2022 that was passed by the City Council in Ordinance No. 0150-2021, of which, over \$700,000 is allocated to funding administered by the United Way.

Finally, Ordinance No. 0153-2017 specifies that “human services funding” includes third party non-profit entities that deliver human services to the local community based on the City Council’s priorities. As depicted in the “Human Services and Violence Prevention” section of Table IV – Leveraged Support on page 11 of the Recommended FY 2022-2023 Biennial Operating Budget, the City Manager’s Recommended FY 2022 Budget includes \$8.0 million in human services leveraged support. This exceeds the 1.4% policy threshold.

To summarize, allocations of \$6 million in human services funding administered by the United Way, \$2 million for other human services funding, and \$2 million through ARP funding are available for a total of \$10 million.

11. Please Explain DVERT Program Funding.

Women Helping Women (WHW) and the Cincinnati Police Department (CPD) currently have a partnership by which the Domestic Violence Enhanced Response Team (DVERT) provides advocates who are trauma informed experts to meet officers on scene to support a survivor of domestic violence. These experts use their training to assist the survivor by giving them support, resources, vouchers, legal assistance, and options for how to keep themselves and their family safe. These resources are supported by external grants of which CPD is a partner.

Based on a research paper published in May 2021, it was noted that despite the challenges present at the start of DVERT, advocates described their relationship with CPD as greatly improving over time. In August 2018, DVERT program leaders and CPD supervisors met to discuss inconsistencies in what type of call qualified for a response from a DVERT advocate. The program director described this meeting as the “light switch” that changed how CPD officers viewed the usefulness of the DVERT program. Both agencies worked together to set realistic expectations for the program. WHW sought to consistently reach 75% usage capacity, but CPD was determined to reach and maintain 90% program usage. The monthly program usage grew from 30% in March 2018 to just over 95% by September of the same year.¹

DVERT received one-time funding in FY 2021 as a \$250,000 allocation as part of the \$1 million budgeted for the Community Safety Response program which was a one-time pilot program. As a one-time pilot program, the Community Safety Response Program was not automatically included in the Recommended FY 2022-2023 Biennial Budget.

¹ Wojcik MLT, Rubenstein BY, Petkus AA, et al. Coming Together in the Fight Against Intimate Partner Violence: Lessons Learned From a Researcher–Practitioner Collaboration Evaluating Cincinnati’s Domestic Violence Enhanced Response Team (DVERT). *Journal of Contemporary Criminal Justice*. 2021;37(2):221-243. doi:10.1177/1043986221999861

12. What One-Time Leveraged Support Items Are Not Included in the Recommended Budget?

Please refer to Table IV on page 11 of the Recommended FY 2022-2023 Biennial Operating Budget for a comparison of leveraged support funding in FY 2021 as compared to FY 2022. Items that were one-time in nature in FY 2021 are noted. Items designated as one-time do not carry forward as part of the continuation budget each year.

13. Administration Report on Variations Between the City Manager's Recommended FY 2022 Operating Budget and the FY 2022 General Fund Operating Budget Ordinance.

The variation between the Recommended FY 2022 General Fund Operating Budget and the Omnibus FY 2022 General Fund Operating Budget Ordinance includes the following budget neutral changes:

- Responsibility and funding for managing Economic Development related leveraged support items is being transferred from the Department of Economic Inclusion (DEI) to the Department of Community and Economic Development (DCED). The table below outlines these changes:

Item	From	To	FY 2022	FY 2023
African American Chamber of Commerce	Economic Inclusion	Community & Economic Development	325,000	325,000
CincyTech	Economic Inclusion	Community & Economic Development	250,000	250,000
Cintrifuse	Economic Inclusion	Community & Economic Development	250,000	250,000
Hillman Accelerator	Economic Inclusion	Community & Economic Development	100,000	100,000
MORTAR	Economic Inclusion	Community & Economic Development	65,000	65,000
Total			990,000	990,000

- Responsibility and funding for the leveraged support amount for Invest in Neighborhoods (IIN) is being transferred from the City Manager's Office to the Department of Community and Economic Development. This will align the leveraged support with the funds that IIN will receive to manage the leveraged support funding for the Neighborhood Community Councils in order to streamline the contracting process.

Item	From	To	FY 2022	FY 2023
Invest in Neighborhoods	City Manager's Office	Community & Economic Development	50,000	50,000
Total			50,000	50,000

- Additional leveraged support funding will be provided in the amount of \$8,000 as City Hall Small Business Support. The non-departmental lump sum payment account will be reduced by \$8,000 to offset this increase.
- For FY 2022, the Department of City Planning was to provide administrative support to the Department of Economic Inclusion in the amount of \$32,770 which was budgeted as a reimbursement with DEI having the expense and Planning receiving the reimbursement. That arrangement will not be moving forward, and the planned reimbursement will not happen. As such, the appropriation for City Planning is

increasing by \$32,770 and DEI's appropriation is being reduced by that same amount.

14. Administration Report on Variations Between the City Manager's Recommended FY 2022 Operating Budget and the FY 2022 Restricted Funds Operating Budget Ordinance.

The variation between the Recommended FY 2022 Restricted Funds Operating Budget and the Omnibus FY 2022 Restricted Funds Operating Budget Ordinance includes the following budget increase:

- In Bond Hill Roselawn Stabilization & Revitalization Operations Fund 358, the full remaining balance in the fund will be appropriated in FY 2022. That is an appropriation increase of \$98,530 from \$151,470 to \$250,000. Once the funds are exhausted, the fund will be eliminated.
- In Cincinnati Health District Fund 416, the Recommended FY 2022 Operating Budget relied on an expected fund balance of \$1,000,000 as a source for FY 2022. That fund balance was expected to be available due to reimbursements for COVID-19 vaccination expenses. However, due to the timing of those reimbursements, which are now expected to be received after July 1, 2021, those reimbursements will be treated as revenue in the fund received in FY 2022 for prior-year expenses. Thus, the revenue estimate for the fund is increasing by \$1,000,000 and fund balance will not be used as a source for the FY 2022 Operating Budget in that fund.

15. Administration Report on Variations Between the City Manager's Recommended FY 2022 Capital Budget and the FY 2022 General Capital Budget Ordinance.

The variation between the Recommended FY 2022 Capital Budget and the FY 2022 General Capital Budget Ordinance includes the following changes:

- Neighborhood Business District Improvements Program (NBDIP): The source of funding originally proposed in the City Manager's Recommended Biennial Budget for Neighborhood Business District Public Improvements was Street Improvement Bonds. Use of this bond financing would require the scope of the NBDIP program to be limited to streetscape improvements and infrastructure owned by the City in the public right-of-way. In order to maximize the flexibility of the use of these funds, various existing project funding will be swapped so that cash capital resources will now be used to finance the standard Neighborhood Business District Improvements Program (NBDIP).
- Smale Riverfront Park: The capital improvement program project account, "Smale Riverfront Park" is recommended to be administratively changed from the version originally included in the City Manager's Recommended Biennial Budget to reflect a change in the scope of work from stabilization of the riverbank at Smale Riverfront Park between the Roebling Bridge and Elm Street to a focus on construction of the extension on Lot 23.

The description of the project will be changed to the following: “This project will provide resources for construction of the Smale Riverfront Park extension on Lot 23 of the Banks.”

The purpose of the project will be changed to following: “The purpose of this project is to create an engaging public space at the Smale Riverfront Park that will encourage social interaction between different types of people.” In addition, the amount of \$100,000 previously reflected as part of the “Engineering” phase will be reflected as also included in the “Construction” phase for a total of \$1,500,000 allocation to the “Construction” phase.

Additionally, the source of funding for this project will be changed. Originally, this project was to be funded by property tax supported debt. It was determined that the project cannot be financed in this manner; so various existing project funding resources will be swapped to better align eligible resources with eligible uses, including Smale Riverfront Park.

cc: Christopher A. Bigham, Assistant City Manager
William “Billy” Weber, Assistant City Manager
Andrew Dudas, Budget Director

Attachments